1. Company Name:
2. What is your VSS start date (the date of the first coaching session you attended)?
3. How did you hear about VSS?
4. What are your current sales?
5. How many employees do you have?
6. Please provide a breakdown of sales by quoted lead-time and enter it in column A and B in #8 below.
7. How many hours do you work per day without overtime? You will use this for E below. You will multiply column D by this number to convert to hours. Eg. Five 8 hour days _____
8. Using the data from the last 2 questions, complete this table. I'm looking for big picture not all the possibilities. PLEASE INCLUDE THE UNITS (hours, days, weeks, %)

A	B	C	D = (A-C)	E= (D*#7)	F	G= (F/E)*100
Quoted Lead-time	Approximate % of sales (make sure they add up to 100%)	Typical amount of outside processing time	Internal Lead-time = ILT = QLT – Outside Processing in days (A-C)	ILT converted to hours D * your answer to #7	Touch time* for the inside work	Touch time as a percent of ILT (F/E) * 100
2 wks	5%	0	10 days	80 hours	4 hours	5%
3 wks	5%	1 day	14 days	112 hours	4-6 hours	4-5%
4 wks	60%	1 day	19 days	152 hours	20 hours	13%
4 wks	20%	1 week	15 days	120 hours	20 hours	17%
8 wks	10%	4 weeks	20 days	160 hours	18-24 hours	11-15%

*Touch time is the amount of time you actually spend working on the part. It includes any curing time. Another way to determine your TT is to ask – if this were the only job you had in house, how long would it take you to do it?

Feel free to use ranges if that is more useful.

Here's a blank table for you:

Please send this information to DrLisa@ScienceofBusiness.com or you can fax it to 303-362-7353.

A	B	C	D = (A-C)	E =(D*#7)	F	G =(F/E)*100
Quoted Lead-time	Approximate % of sales (make sure they add up to 100%)	Typical amount of outside processing time	Internal Lead-time = ILT = QLT – Outside Processing in days (A-C)	ILT converted to hours D * your answer to #7	Touch time* for the inside work	Touch time as a percent of ILT (F/E) * 100

9. Have you ever pulled out all the stops for a customer and turned a job really quickly? Please explain what you normally do (normal lead-time, etc) and what you did in this case.

   For example: One customer's line was down and needed a part really quickly. We were able to machine this part in 3 days and we would have normally quoted a 6 week lead-time for that type of work. We had to break several setups to do it, but we did it and exceeded the customers expectations. (feel free to share as much of the story as you like – these are fun to tell!)

10. Do you have any stand alone processes? If so what percent? For example do you have jobs that go through a screw machine and nothing else? What percent?

    Or do you have any stand alone cells? A group of machines dedicated to one client or part(s)? Please describe:

11. Please draw or explain what about 80% of your routings look like.

    For example: Saw → Turn → Mill → outside heat treat → slotting → grinding → ship

12. Please explain any deviations or special cases from this that you think I should know about and let me know what percent of the time they happen. For example: 5% of the jobs we get must run on one particular mill because we only have one mill that can run the larger parts.

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13. Do you have any divergent points? This is a point where the output could go into a number of different orders. When this is the case, you often experience "stealing" where WIP that was intended for one order gets "stolen" or directed to a different order. Do you have this case? (most shops don't)

14. When you have bottlenecks now, where or when do they tend to show up? Please explain:

15. Anything else you think I should know? Please explain:
    For example, if you do in-house engineering, does it take a substantial amount of your lead-time? Please explain:

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